Smarter technology for all

The Lenovo Story
Vision and Trends

Our Vision: Smarter Technology for All

Lenovo’s vision is to bring smarter technology to every person and every business

A Changing World

Data proliferation, seamless connection, and collaboration are driving the shift from Devices to Spaces and Computer to Computing

Lenovo's Transformation

Digitalization is accelerating in all industries; Lenovo is accelerating its intelligent and service-led transformation
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Lenovo’s Circular Economy
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Stepping through our historic journey, we arrive at our recent success.

Over time we have expanded and reinvented ourselves to become a global brand with a diversified business portfolio. Our new growth drivers are now showing strong momentum for the future.

Business Groups

We have future-proofed our business model for upcoming trends in the industry with a service-led transformation. Riding on the success in our own Digital Transformation, we have developed three business groups:

01 Solutions & Services Group

02 Infrastructure Solutions Group

03 Intelligent Devices Group

We strive to fulfill customer’s IT needs in every stages of their lifecycle.

Sustainability

We have also embraced sustainability as part of our larger strategic efforts, focusing on initiatives that will build a brighter future for our people and clients.

We are committed to a vision of net-zero by 2050.

Our Awards for Global Recognition

- [Awards Image]
- [Awards Image]
01 Introduction
Over the last four decades Lenovo has maintained a consistent track record of accelerating transformation & growth

**1984-1993**
- Founded in China with just 11 engineers.

**1994-2003**
- Captured the top-1 position in China’s PC market

**2004-2013**
- Acquired IBM PC, started globalization, and became top-1 global PC company

**2014-Today**
- Acquired IBM System X server and the Motorola smartphone business, transformed to a new business model.
  - Service-led strategy to fuel the next generation of smart solutions; global PC market share expanded to 23%*.
  - Global x86 server market share reached 6% and became the no.3 smartphone maker in America*. FY21/22 net profit grew over 2 times from 1st year after System X and Motorola smartphone acquisitions.
  - Solutions and Services Group delivered FY21/22 operating margin more than 5 times higher than corporate average.
  - TruScale launched**

**Future**
- Service-led Transformation in acceleration

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* According to IDC.
** TruScale: Lenovo’s as-a-Service brand for all as-a-service solutions including Infrastructure-, Internet of Things- (IOT), Device- and Software-as-a-service.
Multi-year investment enables multiple pockets of strength...

Consumption upgrade
Infrastructure upgrade
Application upgrade

… beyond just hardware to services & solutions

Maximize the value of One Lenovo
Operational Excellence & Hybrid Manufacturing
Technology Investments

Intelligent transformation & 3S strategy

IDG
Intelligent Devices Group
SMART IOT

ISG
Infrastructure Solutions Group
SMART INFRASTRUCTURE

SSG
Solutions & Services Group
SMART VERTICALS & SERVICES
Our global business has diversified its efforts to maximize regional success

- One Lenovo creates cross-selling synergies from IDG, ISG and SSG
- One-stop offering
- A truly global business, owing a leading global supply chain**
- New IT portfolio: clients, edge, cloud, network, intelligence and services
- Leverage of the global footprint to provide comprehensive Solutions & Services offerings

### Market Share

- **North America**
  - US$15.9bn • 22%*
  - PC #3
  - PC & Tablet #4
  - X86 Server*** #4
  - Smartphone #3

- **EMEA**
  - US$18.3bn • 26%*
  - PC #2
  - PC & Tablet #1
  - X86 Server*** #3

- **China**
  - US$18.4bn • 26%*
  - PC #1
  - PC & Tablet #1
  - X86 Server*** #3

- **Asia Pacific**
  - US$11.7bn • 16%*
  - PC #1
  - PC & Tablet #1
  - X86 Server*** #3

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*Market share data are based on IDC report for March 2022

* Based on FY21/22 financial results (revenue, revenue contribution)

** Gartner Global Supply Chain Top 25

*** Server ranking include brand vendors.
With the accelerated global digital and intelligent transformation, Lenovo delivered a record year of profit and revenue,” said Yuanqing Yang, Lenovo Chairman and CEO. “Our new growth engines – SSG, ISG and Mobile – are showing strong momentum. We will capture this window of opportunity, double our R&D investment, drive service-led transformation, realize our ESG goals, and stay flexible and resilient to bring the entire company to new heights.

Yuanqing Yang
Lenovo Chairman and CEO

Revenue in USD: $71.6B
Net Income in USD: $2B
Earnings per share: 17.45 US Cents Per Share

FY 2021/22 key achievements & milestones

Revenue (US$B)

<table>
<thead>
<tr>
<th>FY 20/21</th>
<th>FY 21/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.7</td>
<td>71.7</td>
</tr>
</tbody>
</table>

Net Income (US$B)

<table>
<thead>
<tr>
<th>FY 20/21</th>
<th>FY 21/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2</td>
<td>2.0</td>
</tr>
</tbody>
</table>

Revenue Contribution by Geographic (%)

<table>
<thead>
<tr>
<th>Region</th>
<th>FY 21/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMEA</td>
<td>26</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>16</td>
</tr>
<tr>
<td>Americas</td>
<td>32</td>
</tr>
<tr>
<td>China</td>
<td>26</td>
</tr>
</tbody>
</table>

22% SSG operating margin
30% SSG revenue growth YTY
$1B IDG profitability improvement YTY
R&D investment up 43% YTY to historic US$2B
Vision to achieve Net-Zero by 2050

ISG achieved full year profitability\(^1\) amid double-digit revenue growth
$7.1B record ISG revenue
39% smartphone revenue growth YTY

\(^1\) Since the first-year post acquisition of x86 business
02
Business Groups
2.1 SSG

Solutions and Services Group

Empowering organizations to unleash the full power of technology

Partnering with CIOs to deliver desired outcomes

Outcome-based approach, proven in the real world

Anticipating change and simplifying solutions at every stage of development

End-to-end solutions, delivered as-a-service, with open collaboration

Supporting companies to innovate, sustainably and inclusively

Sustainable foresight to quickly respond to customer needs
Digital transformation shifts

Four big trends are converging and driving digital transformation in the enterprise

Flexible Work
Employees demand flexibility

IT shifts from centralized to distributed model for greater flexibility to scale

ESG*
Sustainability has become an IT imperative

Increasing IT Complexity
Digital transformation touches all industries and every part of the organization

* Environmental, Social, and Governance
Solutions & services architecture

Lenovo

Solutions
End-to-end technology solutions

Business Solutions
The human-centered solutions that address business processes and drive business outcomes

Industry Solutions
Vertical solutions that help address industry-specific needs and advance intelligent transformation

Technology Solutions
Complete technology solutions cover the full portfolio across Client, Edge, Network, Cloud and Intelligence

Services
Full IT services

Consulting
Partnership and guidance from customer’s vision into value

Deployment
Simplified processes from deployment to removal

Managed
Proactive monitoring, management, and resolution

Support
Rapid issue resolution to help where our customers need it

Security
Protect customer ecosystem from threats and vulnerabilities

Sustainability
Align customer’s vision and outcomes with ESG goals

Lenovo TruScale
Industry’s broadest portfolio to unleash the power of the simplicity and scalability of a flexible, pay-as-you-go model

Device as-a-Service
Industry’s broadest portfolio of end-to-end computing devices, from smartphones to workstations and accessories coupled with software and services

Infrastructure as-a-Service
Powering infrastructure solutions that deliver hybrid cloud and agile IT

Software as-a-Service
Implementing with our hardware implementation, consulting and combined services - one stop shop for everything

Lenovo
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SSG financial performance

SSG Operating Profit ($M) & Margin (%)

<table>
<thead>
<tr>
<th></th>
<th>FY20/21</th>
<th>FY21/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Profit</td>
<td>855</td>
<td>1,195</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>20.4%</td>
<td>22.0%</td>
</tr>
</tbody>
</table>

40% YTY

SSG Revenue ($M)

<table>
<thead>
<tr>
<th></th>
<th>FY20/21</th>
<th>FY21/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>4,193</td>
<td>5,442</td>
</tr>
</tbody>
</table>

30% YTY

Three Services Segments

Support Services
- “Around-the-box” services
- Grow on solid installed base, penetration increase and fast-growing value-added services

Managed Services
- Capture capex-to-opex demand transition via expanded “as-a-Service” offerings
- Build implementation and managed service capabilities to address customer IT issues

Project & Solution Services
- Developing integrated hardware/software/services solutions based on Lenovo IP*
- Focus on Smart City, Smart Retail, Smart Education and Smart Manufacturing with practical, scalable, and economical solutions

* represents Intellectual Property
SSG growth journey

FY 21/22 Milestones
Establish a strong foundation in offerings, sales and delivery

Topline Growth
Enrich organic and inorganic portfolio with Digital Workplace Solutions, Hybrid Cloud and through M&A

Profitability
Invest in R&D & operation including IPs and maximizing the synergy across SSG

Differentiation
Enhance Go-To-Market with differentiated portfolio and product positioning while strengthening channel and SI partnerships

Expand Market Share
Become top 15 IT Services player on the worldwide market within two years, significantly increase Managed and Project & Solution Services mix
Embrace the $600B addressable market

Expanding Lenovo’s TAM in a $1.2T IT Services TAM Globally

- **Support Services**
  - <$100 Bn Opportunity

- **Managed Services**
  - $250 Bn Opportunity
  - Leverage and extend Lenovo’s leading device share, strong pen rate upside
  - Capture the As-a-Service industry trend with end-to-end service delivery capabilities
  - As-a-Service market segments growing at 20% CAGR

- **Project Services & Vertical Solution**
  - $250 Bn Opportunity

- **Data Center and Workplace Implementation**
  - Commercial Application Managed Services
  - Custom Legacy Application Managed Services
  - Managed Workplace Services: End User Compute and Mobile
  - Hybrid Data Center as-a-Service
  - Commercial PC as-a-Service
  - SaaS, PaaS, IaaS attached to as-a-Service
  - Managed Services for Cloud and Edge
  - Managed Services for Traditional Data Center
  - Service Desk Managed Services, Security Outsourcing and Desktop as a Service

- **Data Center Systems Support**
  - Data Center Managed Services

- **Client Device Support**

- **Managed Workplace Services**
  - End User Compute and Mobile

- **Technology Consulting: Infrastructure**
  - Commercial Application Implementation
  - Technology Consulting: Applications

- **Hosted and Private Infrastructure**
  - Industry-Specific Solution Consulting and Implementation

- **Security and Risk Consulting and Implementation**
  - Industry-Specific Solution Managed Services

- **Digital Business Process Svc**
  - Managed Services, Security Outsourcing and Desktop as a Service

*Technology strategy and governance*
Infrastructure Solutions Group

World data creation (in zettabytes)

<table>
<thead>
<tr>
<th>Year</th>
<th>Data Creation (in zettabytes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>64</td>
</tr>
<tr>
<td>2021</td>
<td>79</td>
</tr>
<tr>
<td>2022</td>
<td>97</td>
</tr>
<tr>
<td>2023</td>
<td>120</td>
</tr>
<tr>
<td>2024</td>
<td>147</td>
</tr>
<tr>
<td>2025</td>
<td>181</td>
</tr>
</tbody>
</table>

- **Fast-growing Market**
  - This world is increasingly data-driven.
  - Data explosion opens opportunities in edge-to-cloud.

- **Cloud Service Providers (CSP)**
  - Enhance penetration into worldwide top CSP

- **Global Enterprise & SMB (ESMB)**
  - Top brand presence in 180 markets

- **Full-stack Offerings**
  - Broaden portfolio including higher-margin products

- **ODM+ Model**
  - Global supply chain and operational excellence

- **Strategic Partnership**
  - Being open means being a trusted partner and more solutions

Source: Statista
ISG’s compelling and unique value proposition

01 Technology
We have gone through a long journey to build full-stack infrastructure of hardware, software & services and now we are a full hybrid infrastructure solutions provider.

02 Operating efficiency
Delivering on our promise of best-in-class performance, reliability, and cost.

03 Customer reach
We have a customer and partner base that our competition simply can’t match.
A balanced and diverse mix of customers

Cloud Service Providers (CSP)

We won another $1B+ global CSP customer to achieve a more diverse customer mix.

Significant cost improvements and scale benefits.

Winning by ODM+ strategy to verticalize our engineering and supply chain capabilities.

Expanding our CSP offerings into more profitable Storage, AI/Edge, and Services.

Enterprise and Small and Medium Businesses (ESMB)

Portfolio

Maintain a border and cost competitive server & storage portfolio.

As-a-service

Grow in as-a-service (aaS) as enterprises prefer Opex model over Capex with greater flexibility.

Profitability

Doubling down higher-margin storage, software, SDI and services.

Competitive

Ensure we are competitive in premium segments like Edge, HPC, AI, and Telco/5G.
ISG financial performance: best year ever

ISG performance revenue ($M)

- FY20/21: 6,301
- FY21/22: 7,140

+13% YTY

$7.1B
+13% YTY

Global Revenue Record

7 of 9 Quarters of Global PTM Growth

Turned Profitable Operating profit turns loss to profitable

All-Time Revenue Records

- CommSP*
- CSP
- HPC/Al
- Server
- Software
- Storage

- Americas
- Asia Pacific
- China
- EMEA
- Edge
- Services

*CommSP: Communication Service Providers
Ample room for segment and product growth

Our by-product market share & our Investments in high-margin & high-growth segments

| #2 Storage: #2 Entry Provider (YTY 42% in CY2021), NetApp partnership | 22% Server: YTY 22% improvement in CY2021 | #1 HPC: #1 Top500 Supercomputer Provider with 180 systems running Lenovo | #1 Security & Reliability: #1 in x86 Server Downtime |

High-growth & high-margin segments

**Storage**
- Our Storage business is on track to become #1 in global entry-level storage with strong growth momentum
- Our partnership with NetApp has resulted in industry-leading portfolio

**Edge, AI, and Supercomputing**
- Lenovo spans from computer servers to higher margin Edge, AI, and Supercomputing. We are the No.1 provider in Top 500 Supercomputers.
- In Edge, AI, and Supercomputer, Lenovo will continue our leadership in innovation and deliver complete end-to-end vertical solutions.

**Liquid cooling and ESG**
- Leading in Energy Efficiency and Sustainable Computing
- Our Neptune Liquid Cooling technology removes up to 90% of the system heat as it is more energy efficient.
- This supports Lenovo's net-zero vision with current power savings of up to 40% compared to conventional approaches.

Source: IDC, TOP500.org (Ranking: Nov’21; Markets: Jun’22)
Digital transformation and market opportunities

**Digital Transformation**
- The use of data is core to business success
- Digital transformation has fast-tracked by 5-10 years, but still in the early days
- Total market revenue opportunity is structurally higher than before

**Hybrid Evolution + Premium**
- The evolution of physical and virtual collaboration across users, spaces and devices will redefine the way people work and engage
- Enterprises expect more premium digital experiences
- PC is the best platform for critical remote collaboration
- Innovative service and solution opportunities are rising to support hybrid working

**Metaverse and Tech for Sustainability**
- A new era in virtual collaboration will enable secure content consumption and creation, digital commerce, and social interaction
- Lenovo is boosting efforts to increase sustainability in computing. Over 70% of RFPs\(^1\) include ESG requirements. We plan to stay on the cutting edge of environmental sustainability

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1/3 of workers don’t feel they have the right tools for the job\(^2\)

74% of 18-34 year olds are dissatisfied with their employers’ tech\(^3\)

91% of people say technology influences their job choices\(^4\)

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1. Request for Proposal (firm intent to buy)
2. Forrester Data Global Business Technographics Telecommunications And Mobility Workforce Survey, 2016
3. Research by Insight
4. Workfront State of Work 2020
01 Global leadership
Lenovo maintained #1 PC worldwide position, with a 23%* market share across commercial and consumer segments.

02 Strength in strategic segments
Demand for smart collaboration solutions and Cloud Platform dramatically increased. In Gaming PCs, we have been the #1 player for 15 straight quarters, with a 27%* market share.

03 Operational excellence
Our sector leadership is well supported by our agility, flexibility, and strong execution at a global scale.

04 Innovation
We focus on first-to-market technologies that meet global needs, including the heightened attention from increasing the use of sustainable materials and packaging to deliver premium and responsible experiences. Our new ThinkPad Z series is designed with the environment features including recycled aluminium and recycled vegan leather.

Operational Experience
- Speed
- Scale
- Efficiency

IDG Building Blocks
- Core PC
- Non-PC
- Software
- Security
- Incubation & Emerging

Outcome Based Solutions
- Workforce Productivity & Collaboration
- Infrastructure Flexibility & Agility
- Sustainability Improvements
- Industry Specific Outcomes

* Market share data are based on IDC report for FY21/22
Robust commercial and premium segments

Lenovo's dominant leadership in critical premium-segments where we are seeing sustainable growth and to focus as a growth engine

Gaming
Unyielding play and productivity to gamers of every generation and content creators

Workstation
Full line-up with leading industry solution targeting #1 market share

Thin & Light
Designed with a newer, easier form factor for consumers to hold on to while its reflective high-gloss sidewalls provides superior user experience.

Android Tablet
Focus on user experience and device connectivity. Strengthened no. 2 position. Target #1 revenue share in next 2-3 years

Total Premium
Rich portfolio to support Hybrid Work; Innovative features including our Glance technology to alert users to any wandering eyes.

Premium Yoga
Yoga Go Big global campaign to capture premium market growth

* All market share data based on IDC for FY21/22
We see non-PC providing new growth opportunities

Non-PC
Focus on growing selected areas with substantial opportunities for cross-selling.

Smartphone
Transform to becoming a hypergrowth business with healthy operating margin.

Accessories
The surging demand for accessories, partly facilitated by gaming strength.

Scenario-based solutions
Further expansion in Smart Collaboration, Smart Home and Smart Office, continues to provide new growth engines.

Motorola
In FY21/22, operating income achieved YTY growth of 110%, while revenue growth was 39%.

5G
5G sales more than tripled during FY21/22.

Smartphone Operating Profit ($M) & Margin (%)
- FY20/21: 173 (3.0%)
- FY21/22: 362 (4.6%)

Smartphone Revenue ($M)
- FY20/21: 5,669
- FY21/22: 7,902

IDG Revenue Mix (%)
- PC: 81.6%
- Others: 18.4%

* Accessories do not include those by Medion and NEC
Sustainable expansion in profitability; investing in innovation

**Profitability**
We reached new milestone in profitability for the fifth year running. Our operating profit* for IDG rose 25-35% YoY in last three years.

**Innovation**
Innovation, premium segments and non-PC will help to level up our long-term profitability.

**#1 Position**
We aim to maintain our #1 position in the global PC market with leading profitability through investing in high value-added segments and best-in-class operational excellence.

**Hypergrowth**
Hypergrowth beyond PC will provide additional growth potential. All segments contributed double-digit year-on-year revenue growth.

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* Pretax profit in FY20/21 and before
Lenovo's corporate ESG initiatives will ensure a better future for us all

**Environment**

**Climate Change Mitigation**
- Renewable energy
- GHG* emissions reductions
- Product energy efficiency

**Circular Economy**
- Repair, reuse and recycle

**Sustainable Materials**
- Product and packaging
- Recycled content
- Materials optimization

**Social**

**Philanthropy**
- Individuals impacted
- Employee engagement

**Diversity and Inclusion**
- Executive representation
- People and products

**Governance**

**Corporate Governance**
- Executive Oversight Committee
- Board of Directors updates
- Managing risks

**Ethics**
- Program enhancements
- Training and leadership

**Privacy**
- Customer experience
- Product compliance
- Training
- Data security

*Greenhouse gas
We are committed to a vision to achieve net-zero by 2050

- Pursuing ambitious targets that align with limiting global warming increase to 1.5 degree C
- Base year FY 2018/19
- Target year FY 2029/30
- Committed to a vision to achieve net-zero emissions by 2050

- Reduce absolute scope 1+ scope 2 Greenhouse Gas (GHG) emissions by 50%
- Reduce scope 3 GHG emissions from use of sold products by 25% per comparable product (for notebooks, desktops and servers)
- Reduce scope 3 GHG emissions from purchased goods & services by 25% per million US$ procurement spend
- Reduce scope 3 GHG emissions from upstream transportation & distribution by 25% per tonne-km of transported product

*The Science Based Targets initiative*
We are setting detailed roadmap

After exceeding our original scope 1 and 2 emissions reduction target in 2019, we are progressing towards our FY29/30 emissions reduction targets.

<table>
<thead>
<tr>
<th>Lenovo Emissions Reduction Targets</th>
<th>Road Map</th>
<th>Progress as of FY2021/22</th>
<th>FY2029/30 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce absolute Scope 1 + Scope 2 GHG emissions by 50%</td>
<td>Hierarchical combination of energy efficiency, on-site renewable energy generation, and renewable energy commodities</td>
<td>- 15%</td>
<td>- 50%</td>
</tr>
<tr>
<td>Reduce Scope 3 GHG emissions from use of sold products by 25% per comparable product (for notebooks, desktops and servers)</td>
<td>Reduce product emissions through energy efficiency improvements of: • Desktops by 50% • Servers by 50% • Notebooks by 30%</td>
<td>- 2%</td>
<td>- 25%</td>
</tr>
<tr>
<td>Reduce Scope 3 GHG emissions from purchased goods and services by 25% per million US$ procurement spend</td>
<td>• Climate change in KPIs &amp; evaluation process • Climate related information collection • Engagement &amp; incentivization of climate change performance</td>
<td>- 7%</td>
<td>- 25%</td>
</tr>
<tr>
<td>Reduce Scope 3 GHG emissions from upstream transportation and distribution by 25% per tonne-km of transported product</td>
<td>• Model shift to ‘greener’ modes of transport • Optimization of transport planning • Increase of vehicle utilization • Improvement of vehicle fuel efficiency</td>
<td>+4%</td>
<td>- 25%</td>
</tr>
</tbody>
</table>

1 The Company is in the process of improving input data for this Scope 3 category. The Status reported here is the best available estimate at the time of publication. In next year’s FY2022/23 ESG Report, overall supporting data and target status will reflect any improved input data.
Sustainable Materials  Recycled Content  Materials Optimization

Corporate KPIs

- 100% of PC products contain post-consumer recycled content materials*
- 300M pounds of post-consumer recycled content plastics used
- 90% of PC products plastic packaging and 60% of smartphone packaging made from recycled materials**

FY 21/22 Highlights

- Expanded the use of closed-loop recycled plastic to 248 products and introduced recycled metals (aluminum and magnesium) to 4 products
- Used over 123 million kg of recycled plastics since 2005
- Eliminated 497 metric tons of packaging consumption by weight, making the total number over 3,700 metric tons since 2008

Smarter Circular Design
designing out waste & pollution

Smarter Circular Use
optimized use of products & resources

Parts Repair and Reuse  Product Energy Efficiency  Lenovo TruScale

Corporate KPIs

- 76% of repairable PC parts repaired***
- 84% of PC repairs can be done at customer’s site****
- 30-50% product energy efficiency improvement

FY 21/22 Highlights

- Processed 324,811 metric tons of computer equipment through its contracted service providers and over 93% is recycled and reused in 2021

Smarter Circular Return
capturing resources & value

Consumer Take-Back  Asset Recovery Services

Corporate KPIs

- 800 million pounds of products reused and recycled

* Excludes tablets and accessories
** Measured by weight and excludes tablets, accessories, monitors, RAZR and Lenovo smartphone packaging
*** Measured by value
**** Excludes Android tablets and visuals
Global recognition in our ESG efforts

Recent Recognition

- 2021 Water: A
- 2021 Climate: A-
- 2021 Supplier Engagement: A
- 4-Leaf Certification (Australia, 2022)
- 3-Leaf Certification (China, 2021)
- 2-Leaf Certification (India, 2021)

Corporate Knights Global 100 List for 2022

Hang Seng Corporate Sustainability Index 2022 Rating: AA+

HKICPA* Gold Award in Best Corporate Governance and ESG

BDO ESG Awards: Best in ESG Award

Reporting Frameworks

- UN Global Compact
- GRI (Global Reporting Initiative)
- BDO ESG Awards: Best in ESG Award

Hong Kong Stock Exchange ESG Reporting Guidance

*The Hong Kong Institute of Certified Public Accountants
thanks.